ROUTING AND TRANSMITTAL SLIP Date 17 NOV 1983

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. EO/DDA		17 NOV 1983
2. ADDA		17 NOV 1983
3. DDA		17 NOV 1983
4.		
5. 70-1		

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REMARKS

see note from EXDIR

Like anything else, we have to take some of these pronouncements with a grain of salt!

R

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
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5041-102 **OPTIONAL FORM 41 (Rev. 7-76)** Prescribed by GSA FPMR (41 CFR) 101-11.206

TRANSMITTAL SLIP	DATE 15 [redacted] 83

TO: DDA

ROOM NO.	BUILDING

REMARKS: Harry

Somewhat cryptic extracts from Wang session — some provocative.

DCJ

FROM: EXDIR

ROOM NO.	BUILDING	EXTENSION

FORM NO. 241 REPLACES FORM 36-8 WHICH MAY BE USED. (47)
1 FEB 55

83-4911

Strategies for Tomorrow: An Executive Seminar in Information Technology

(Sponsor: Wang Laboratories. At: Boston, Ritz-Carlton Hotel, 7-8 Nov 83)

Excerpts

STAT I. [redacted] Office of the President, Wang Laboratories

- Office automation (OA) is a management process, not a technology process. The human is the information processing system; the office is an extension of the human.
- The industrial society is past; the information society is the future.
- Integration of technology and organization is the goal. In the end, you change the way you do business.
- OA has a technical focus but, not just ADP: the environment (lighting, heating, furniture, aesthetics) is part of it. Again - the focus is on the human.
- Top management must oversee facility planning, human resources planning and office automation: these are the interactive elements.

STAT II. [redacted] President, Hammer & Co. (Harvard faculty, on leave)

- Difference between administration and management is that between maintenance and innovation.
- Automation is not the word for the 80's - it was for the 50's. The focus is not cost reduction but performance improvement; the focus is on the user. On effectiveness - not efficiency.
- Phase I automation was back-office processing; administration; the main frame computer.
- Phase II was front-office managerial; the mini computer and PC.
- Pase III will be the user; innovation; networks.
- Information systems are not just for back-office processing or for management but to re-define the business.
- Don't automate an office; do improve organizational performance. Don't try it at the corporate level; do it at the departmental level. Begin by team building: with line and technical people.
- System architecture includes: 1) the personal appliance - tied to; 2) the departmental information system (this is where the action will be for the next 5 years [The structure of the computer systems should mirror the organization]); 3) the corporate infrastructure-providing the networking, the mainframe.

83-4911

- Central Control of procurement is outdated but total independence is not desirable. Two or three vendors are best: all are equally nervous and equally benefit from the shared orders.

- Don't buy a product only but buy a long-term arrangement.

- The key to success is how well people are considered: sensitivity to their concerns & feelings; informed consent; participation; incentives.

- There is a new role for data processors. They are the consultants, the helpers. A new mind-set is required. So too the users-manufacturers need a new mind-set.

- Senior management role: strategic direction; support; set the climate for investment to change. Preferably, be a role model - not sitting at a terminal all day but take the lead. Begin now.

STAT III. Continental Illinois Bank Case Study: [redacted] Executive VP

- Tied dumb terminals to more complex ones to the main frame. A single terminal is the long-range goal.

- Totally underestimated the training and hand-holding of professionals required. Included are electronic mail; audio mail, personal computing.

- Tried and abandoned teleconferencing.

STAT IV. [redacted] Director, Strategic Planning Wang Laboratories

- Senior management must: a) set objectives (will there be a terminal on every desk? will all use a common electronic mail system?); b) decentralize information management; c) coordinate multiple technologies; and d) re-deploy technical staff resources.

- Leery of single communication protocol - believe creative movement just beginning in communications.

- Software is lightyears behind hardware.

STAT V. [redacted] - Harvard University

- Information systems were seldom on top management agendas -- now, in 200 companies surveyed, quarterly or monthly.

- In future, the bulk of software will be purchased -- and by users.

- What works in one industry won't work in another -- and that's as it is and should be.

- Expect one million information systems in the U.S. Graduates are going to software houses, not hardware; expect their salaries to exceed $100K -- and late teens/early 20's are most creative periods.

- Technology architecture is going in two directions: 1) user oriented; 2) utility technologies (central main frame shops).

- Telecommunications will be the major opportunity for the late 80's for utility systems. Competition for telecommunications personnel will be/is staggering.

- Aside re user: mis-use of analyst time writing code or learning contracting for procurement.
- Intelligence-based systems are deterministic-not evolutionary. Office productivity improves if the work force is involved in the system decision process.
- Often, secondary benefits become more substantial than the expected primary benefit.
- The pilot project is the fundamentally smart way to go.
- Standards development: one way is not to impose but develop from within.
- A cultural change is involved. The leadership addresses roles, rituals, tools and taboos.
- The information manager is the supporter of change; the user is the leader of change and designer of the work station.